

MANAGERIAL KNOWLEDGES AND ABILITIES

1. This attachment provides a list of basic managerial knowledges and abilities common to most managerial positions, regardless of the grade or salary level at which the position is classified. The purpose of this list is to provide a basis for:
 - a. Identifying the knowledges and abilities required for maximum effectiveness in particular managerial positions;
 - b. Determining or judging the extent to which individuals possess the required managerial knowledges and abilities; and
 - c. Determining the type of developmental experiences needed by particular individuals to achieve maximum effectiveness.
2. Following is a list of basic managerial knowledges and abilities:
 - a. Environmental Knowledges
 - (1) External environment of the program
 - Social, political and economic forces that affect the program
 - Governmental policies, organizations, missions, and operations
 - Public policies relevant to the program
 - Federal administrative processes
 - o Federal personnel system, including labor-management relations and EEO
 - o Federal budgeting system
 - o Federal contract and procurement system
 - (2) Internal organizational environment of the program
 - Internal organization of the agency
 - Agency goals and operations
 - Communication and coordination with other members of agency management team
 - Employee and union interests and concerns

b. Management Knowledges

(1) Program planning

- Ability to formulate program goals and objectives
- Ability to devise efficient and economical organizational structures

(2) Program implementation

- Ability to make effective decisions and solve problems
 - o recognizing and analyzing problems
 - o identifying and selecting from alternative courses of action
 - o anticipating potential problems and devising contingency plans
- Ability to develop and train subordinates
- Ability to delegate authority
- Ability to utilize managerial systems and processes
 - o financial management
 - o information management
 - o data processing
 - o personnel and manpower management

(3) Program control and evaluation

- Ability to control program activities
- Ability to evaluate progress towards objectives
- Ability to develop alternative plans for program improvement

c. Interpersonal Abilities

- (1) Ability to inspire confidence in self and in the program

- (2) Ability to work with people of various backgrounds-- social, economic, racial, etc.
- (3) Ability to listen to and accept the views of others
- (4) Ability to secure understanding and support from higher level management
- (5) Ability to communicate with subordinates and deal with their individual and collective representatives
- (6) Ability to accept responsibility
- (7) Ability to represent the organization to other organizations within the agency, other agencies, the legislative branch, and to the public.

d. Personal Abilities

- (1) Ability to communicate orally and in writing
- (2) Ability to negotiate
- (3) Analytical ability
- (4) Ability to use own time effectively
- (5) Awareness of own capabilities and limitations

It is stressed that the knowledges and abilities listed above are broad and have at least some applicability to all managerial positions. Further interpretation and elaboration is required before they can be applied to specific agency positions. For example, the social, political, and economic forces affecting a program involving the operation of the National Park System would be very different from the forces affecting a medical research program. Nevertheless, knowledge of the applicable social, political, and economic forces is a requirement of managerial positions in both examples. Similarly, the extent to which positions require a knowledge of Federal contract and procurement systems varies greatly between a military logistics program and a Federal tax collection program. These differences must be specified so that the broad knowledges and abilities required for a particular position can shape the developmental program for a particular individual.

Also, this attachment is not intended to deal with technical or program knowledges, abilities, or skills that are unique to particular programs or positions and do not lend themselves to generalization across the management spectrum. In identifying overall position requirements, agencies must evaluate technical knowledges, abilities, and skills against criteria developed for the specific program and/or position.